



COUNTY OF LOS ANGELES DEPARTMENT OF HUMAN RESOURCES

HEADQUARTERS
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MICHAEL J. HENRY
DIRECTOR OF PERSONNEL

January 24, 2006

To: Each Supervisor

From: Michael J. Henry
Director of Personnel

Subject: **RECRUITMENT FOR EXECUTIVE OFFICER, BOARD OF SUPERVISORS**

We previously advised you, on December 2, 2005, that the filing period for the Executive Officer, Board of Supervisors recruitment closed on November 29, 2005; and a total of 23 resumes were received. Eight (8) candidates were identified as the more highly qualified candidates to be interviewed by an Assessment Panel; however one (1) of the candidates subsequently withdrew.

On January 11, 18, 19, and 20, 2006, an Assessment Panel consisting of Sharon Harper and myself interviewed seven (7) candidates and identified four (4) candidates as the most highly qualified (listed alphabetically), to be referred to your Board for selection interviews. A copy of each candidate's resume is attached for your review.

- Robin A. Guerrero, Deputy Executive Officer
Board of Supervisors, County of Los Angeles
- Sachi A. Hamai, Director, Administrative Services
Department of Health Services, County of Los Angeles
- Pastor Herrera, Director of Consumer Affairs¹
Department of Consumer Affairs, County of Los Angeles
- Lari Sheehan, Assistant Administrative Officer¹
Chief Administrative Office, County of Los Angeles

¹These candidates have indicated an interest in the position of the Director of Community & Senior Services as well as the position of Executive Officer, Board of Supervisors.

Each Supervisor
January 24, 2006
Page 2

Upon completion of comprehensive background investigations and reference checks, we will develop an Executive Recruitment Report, which will contain detailed information on the candidates. We will then work with the Executive Office to schedule a date for Closed Session for your Board to interview the candidates. The report will be provided to each Supervisor in advance of the Closed Session.

The four (4) finalists have been advised that their candidacy for the position of Executive Officer, Board of Supervisors is now public information, and that they may be contacted by Board offices or other interested parties. However, we recommend that the attached resumes not be released because they contain personal information. My office will remove any personal information from a copy of each resume and provide the sanitized resumes to the Chief Administrative Office Public Affairs Director for release to the press and the public.

If you have any questions, please call me; or your staff may call Pam Sund, Principal Analyst, Department of Human Resources, at (213) 974-2514.

MJH:ADC
PS:MM

Attachments

c: Chief Administrative Officer

ROBIN A. GUERRERO

Profile

Hardworking, self-motivated professional with nineteen years of management experience in the Executive Office of the Board of Supervisors. Extensive knowledge of government processes at the local, State and Federal level including such important legislation as the Ralph M. Brown Act and the Public Records Act. Proven record of building and maintaining effective relationships with County personnel, the public, and media representatives. Skilled in preparing and implementing innovative programs for individual and organizational development and in resolving complex problems. Proficient in managing multiple priorities and projects within tight deadlines. A dynamic team leader who challenges colleagues to achieve their potential.

Professional Experience

Executive Office of the Board of Supervisors

10/03 – present

Deputy Executive Officer

Annual Salary: \$97,945

Program: Board Operations

Staff: 33

Budget: \$24 million/Executive Office; \$3million/Board Operations

- Management of Board Operations (see duties referenced under Division Chief, Board Operations below). Through two division chiefs, direct a staff of highly specialized employees in the Agenda/Communications and Hearing/Information Services Divisions with responsibility for Board Operations. Additional assignments include analyzing conflict of interest codes, Statement of Economic Interest filings (Form 700), administering the lobbyist ordinance, and administering the LACERA elections.
- Oversee department operations in the Executive Officer's absence.
- Productivity Manager and coordinator for award programs, i.e., NACo, CSAC, PIF.

Executive Office of the Board of Supervisors

12/86 – 10/03

Division Chief, Board Operations Division

Annual Salary: \$83,163

- Responsible for managing twenty-six highly specialized employees through five Head Board Specialists engaged in supporting the Board of Supervisors in its capacity as the governing body of the County of Los Angeles by preparing weekly meeting agendas, communicating actions taken by the Board, preparing minutes and statements of proceedings, maintaining the Master Agenda Calendar, providing support functions related to conducting the Board meetings, maintaining the Board's records dating back to 1850, processing claims filed against Los Angeles County utilizing the Countywide Risk Management Information System (RMIS), processing Board appointments to committees and commissions and maintaining a roster of appointees through a customized database, and tracking Board-ordered reports.

- Attend all Board meetings and assist the Executive Officer with maintaining the continuity of the meeting, writing motions and responding to the needs of the Board members.
- Act on behalf of the Executive Officer in her absence during the Board of Supervisors' meetings to maintain a record of all proceedings. Also attend closed session meetings as needed to prepare minutes of any actions taken.
- Under the delegated authority of the Executive Officer, sign and release specific documents/letters resulting from actions taken by the Board at their weekly meetings.
- Advise and provide technical guidance to the Board members, their staff and Department Heads on procedural/legal issues relating to matters requiring Board approval.
- Analyze legislation and as appropriate work with the Deputy Executive Officer of Management Services to recommend changes/amendments to the author. Oversee the development of procedures to implement legislative changes that impact departmental operations.
- Oversee the compilation and maintenance of resource documents including the Los Angeles County Charter, Rules of the Board of Supervisors, Agenda Procedures, and the Public Information Book regarding the Board meeting process.

Accomplishments

- Led a three year team project that redefined the procedures for preparing the Board's weekly agenda and statement of proceedings via the Legistar Legislative Tracking System and reduced the publishing time of the statement of proceeding from ten days to five days, meeting the Department's goal of Service Excellence. Also participated in implementing the use of the Verity Search Engine for storage of the statements of proceedings on the County website which includes links to supporting documents (Board letters and staff memos), minutes, audio and video viewing of Board meetings and the ability to print a transcript.
- Increased the efficiency of ordinance processing by initiating the use of CodeMaster, an automated compilation of the Los Angeles Code, to facilitate the preparation and administrative approval of County ordinances.
- Streamlined the process of placing and tracking advertising of legal notices by implementing the use of AdTech, an automated program used in conjunction with the Daily Journal Corporation.
- Instituted a database program for maintaining fact sheets and rosters of all committees, commissions, task forces, joint powers authorities and nonprofit corporations, self governing special districts and multi-jurisdictional agencies.

- Successfully organized numerous meetings with various County personnel relating to a year long series of monthly presentations to the Board of Supervisors on departmental initiatives involving children.
- As an instructor for two modules of the Los Angeles County Training Academy: *Leadership Essentials for County Managers and Managing Today: A Skills Approach*, continuing to provide an informational training to County employees on the history of the Board of Supervisors, the various legal responsibilities of the Executive Office and how to prepare a Board letter.
- Developed and delivered a customized training module on preparing Board letters to over 1,000 County employees, including interns in the Chief Administrative Office's Administrative Intern Program.

Additional Job Experience

- 09/85 – 12/86: Head Board Specialist, Word Processing Section, Auxiliary Services Division, Executive Office of the Board of Supervisors
- 10/80 – 09/85: Management Secretary II, Administrative Services Division, Treasurer and Tax Collector (08/84 – 09/85 functioned in the capacity of AA II)
- 10/76 – 10/80: Intermediate Stenographer and Secretary-Reporter, Business License Commission, Treasurer and Tax Collector
- 04/75 – 10/76: Intermediate Typist Clerk, Intermediate Stenographer, Administrative Services Division/Employee Development Division, Department of Personnel

Professional Development

Los Angeles County Training Academy, Future-Focused Leadership, (course completed 12/01)
Strategic Planning/Performance Counts!
New Managers Orientation
Microsoft Word, Outlook and PowerPoint
Notary Public

Miscellaneous one-day workshops:

Thinking Outside the Lines
How to Communicate with Confidence and Clarity
Grammar Building
Secrets of Dealing with the Media
Demystifying the Legislative Process

ROBIN A. GUERRERO

Page 4

Professional Associations

California Association of Clerks and Elections Officials (CACEO)

California Clerk of the Board of Supervisors Association (CCBSA)

Los Angeles County Management Council (LACMC)

American Records Management Association (ARMA)

Education

Associate in Arts (Liberal Arts), Mt. San Antonio College, Walnut, CA 1985

SACHI A. HAMAI

EXPERIENCE

DEPARTMENT OF HEALTH SERVICES
DIRECTOR, ADMINISTRATIVE SERVICES
JUNE 2001– PRESENT (Officially appointed April 2002)
CURRENT SALARY \$10,902 PER MONTH

- Supervises and directs over 350 employees with a budget of more than \$66 million in the following administrative areas;
 - Audit and Compliance Division has over 35 employees and conducts inspections, audits, and investigations of all departmental operations to maintain the Department's integrity and compliance with County, State, and Federal regulations.
 - Human Resources Division is comprised of over 260 employees and is responsible for all aspects of the Department's personnel functions.
 - Facilities Management Division has approximately 37 employees and is responsible for space planning, building support services and operational planning requirements of proposed buildings.
 - Recently began overseeing the Information Technology Division which has over 220 employees and a budget of approximately \$53 million and provides technology support services to the Department.
- Oversees and manages the Department's Workforce Development Program which is a \$40 million, four year program that is responsible for providing training services to dislocated employees as well as job enhancement training to incumbent workers. Works extensively with the Unions, the Department of Community Senior Services and the Chief Administrative Office.
- Oversees and manages the Department's security services function which has an overall annual budget of approximately \$43 million and is a contracted service through the Department of Human Resources.
- On an ongoing basis, evaluates and implements administrative functions to reorganize, consolidate and reduce in order for administrative responsibilities to operate along clear lines of authority.
- Directs the preparation of reports and recommendations that impact various areas of the organization and key managers.
- Maintains ongoing relationships with County administrative officials, community groups, regulatory agencies, Federal, State and local organizations in matters that concern the administration of Department programs or hospitals.
- Assists the Director and Chief Operating Officer in formulating departmental policy and directing its implementation.
- Ensures proper coordination and communication between internal management and external departments, State agencies, and Federal agencies.
- During the period September 2001 to April 2002, was responsible for reestablishing the Department's Contract Monitoring Unit in order to ensure the integrity and compliance of over 2,400 contracts.

- During the period 2001 through 2002, assisted in the preparation of the Department's four year Strategic Plan to address its anticipated deficit.
- Since July 2001, assisted the Director in formulating and implementing major Department-wide policy decisions including, but not limited to, strategic planning, organizational redesign, and program services.
- From October 2001 to the present, evaluated, developed and implemented a reorganization of the Department's administrative functions, saving approximately \$12 million and reducing over 120 positions.

DEPARTMENT OF HEALTH SERVICES
CHIEF, AUDIT AND COMPLIANCE DIVISION
JUNE 1997 – JUNE 2001

- Supervised and directed over 25 staff in the planning, development, implementation, administration and evaluation of all Department Audit and Compliance activities. This included all fraud and abuse investigations, as well as financial, management, compliance and programmatic audits.
- Directed the preparation and review of investigative reports and recommendations to the Board of Supervisors and the Director of Health Services.
- Developed policy recommendations to ensure proper internal controls to safeguard County assets, streamline procedures for more effective and efficient organizations and maintain compliance with all County, State and Federal regulations.
- Provided advise and counsel to the Director of Health Services, Department Senior Managers, other public official, legislative bodies, commissions, media, community groups, agencies and private organizations.
- Developed and implemented the Health Authority Law Enforcement Task Force (HALT), a multi-agency, multi-jurisdictional task force to deter illegal criminal activities that pose a serious threat to the public's health and well-being. The HALT has conducted over 1000 investigations resulting in over 740 arrests, closed over 70 business, confiscated more than \$15 million illegal drugs and saved the State of California approximately \$25 million in Medi-Cal funds.
- Supervised and directed the review and evaluation of existing departmental policy, programs, organizations and systems related to financial management and program services.
- Maintained on-going relationships with County officials, community groups, regulatory agencies, federal, state and local organizations.
- Supervised and directed the medical malpractice follow-up reviews and activities and worked with the Department's risk management to obtain settlement approval from the Board of Supervisors.
- Worked with staff to develop workpaper techniques, policy development and interpretations and compliance methodologies.
- Acted as a liaison relative to all external audit activities (Auditor-Controller, Chief Administrative Office, State, Federal and private entities, Commissions and taskforces, etc.).

DEPARTMENT OF HEALTH SERVICES
ASSISTANT CHIEF, INSPECTION AND AUDIT DIVISION
NOVEMBER 1994 – MAY 1997

- Assisted the Chief, Inspection and Audit Division in planning, organizing and managing the Inspection and Audit Division. Represented the Division on Departmental special teams, task forces and committees. Directed and supervised approximately 15 staff during the planning, evaluation and implementation of financial, managerial, compliance and/or programmatic studies of the Department. Responsible for overseeing all medical malpractice follow-up activities in accordance with Board policy. Assisted in overseeing the Department's Contract Monitoring Division. Reviewed and analyzed various Department, Division and/or facility policies and procedures relative to internal controls, financial compliance, and/or State or Federal regulations. Met and conferred with Board offices, other County managers and managers from external agencies regarding Departmental audits and investigations. Acted as Division Chief in his absence. Responsible for writing and preparing responses to Board requested assignments.

DEPARTMENT OF AUDITOR-CONTROLLER
SENIOR ACCOUNTANT – AUDITOR
MAY 1991 – NOVEMBER 1994

- Supervised operational, compliance and financial reviews of the various County Departments. Worked with management to improve managerial and financial controls, maximize revenues, and reduce expenditures. Concurrently managed three to ten professional staff who evaluated and analyzed fiscal controls; accounting procedures; governmental policies and procedures; and departmental operations. Responsible for audit planning, review, and supervision; report writing; and staff development.

PRIOR POSITIONS AT THE AUDITOR-CONTROLLER AUDITING BRANCH INCLUDE:

- INTERMEDIATE ACCOUNTANT-AUDITOR OCTOBER 1989- APRIL 1991
- ACCOUNTANT-AUDITOR, AUGUST 1988 – SEPTEMBER 1989

EDUCATION

LOS ANGELES COUNTY TRAINING ACADEMY FOR BUREAU CHIEFS
Presently Enrolled

COLORADO STATE UNIVERSITY, Fort Collins, Colorado
Bachelor of Science in Business Administration
Degree of Concentration in Accounting
Graduation: May 1988

PROFESSIONAL ASSOCIATIONS

Member of the Institute of Internal Auditors.

REFERENCES

Available upon request.

PASTOR HERRERA JR.

OBJECTIVE

To utilize my professional, community and educational background and experience in a responsible and challenging position.

EDUCATION / CREDENTIAL

University of California, Los Angeles - 1967
Bachelor of Arts, Political Science; Minor: Spanish

State of California - 1976
Adult Teaching Credential - Life Time

PROFESSIONAL EXPERIENCE

DIRECTOR OF CONSUMER AFFAIRS - County of Los Angeles

Range R11 - \$9426.17 / month

March, 1991 to Present

- Responsible for the comprehensive coordination and management of the LA County Department of Consumer Affairs and for the implementation of policies and procedures for protecting the needs and interests of consumers and businesses and promoting fair, ethical and responsible business practices within the County of Los Angeles.
- Direct the administrative functions: fiscal, budget, contract management, facilities, personnel, management information systems; research, development and implementation of special programs (ie., Plain Language Initiative, etc.) and studies; oversee the consumer protection services of the Department, including: the counseling of consumers, the investigation and mediation of consumer complaints, consumer protection legislation and regulations; maintain a community relations and outreach program.
- Manage the program operations of the Consumer Affairs Advisory Commission, Cable Television Franchising for the County's unincorporated areas, the Department's Volunteer and Internship (college and AmeriCops) program, the County's Equal Opportunity Employment policy, Internal Audit Program and specialized contracts and grants: Small Claims Advisor and Mediation Program, Adult Protective Services and Real Estate Fraud and Information Program.
- Develop and implement a consumer information and education program through the website, the media, publications, community meetings and public hearings. Maintain effective liaison relations with other County departments, community based agencies, educational institutions, the business community, Federal, State and Local Elected representatives and their staff and the general public.

Resume - Pastor Herrera, Jr.

Page 2

- Responsible for a Total Department annual budget of \$6.06 million, 50 employees and 65 volunteers and interns.

ASSISTANT DIRECTOR OF CONSUMER AFFAIRS - County of Los Angeles

August, 1981 to March, 1991

- Assist the Director of Consumer Affairs with the overall management and administration of the Department. Serve as the Administrative Deputy of the Department with specific responsibility for: all fiscal functions budget preparation, negotiations and controls; audits, personnel matters - recruitment, hiring, discharges, hearings; contract and grant negotiations and implementation, computer automated systems, procurement and office management.
- Maintain liaison with: the members of the Board of Supervisors, the Executive office, CAO, ISD, County Counsel, and other County Departments; the media, educational and business community.
- Provide staff support to the Department's Consumer Affairs Advisory Commission
- Act as the Department Head in the latter's absence.

OTHER POSITIONS with DEPARTMENT OF CONSUMER AFFAIRS

- **HEAD STAFF SERVICES** - July, 1980 to August, 1981
- **HEAD CONSUMER AFFAIRS REPRESENTATIVE** - January, 1977 to July, 1980
- **CONSUMER AFFAIRS INVESTIGATOR** - April, 1976 - January, 1977

PART TIME PROFESSIONAL EXPERIENCE

- **INSTRUCTOR / COUNSELOR** - September, 1973 to June, 1991
LA Unified School District - Roosevelt and Evans Community Adult Schools
- **INSTRUCTOR** - 1979 to 1985
Los Angeles City College

SKILLS

- Bilingual: Fluent in Spanish - Speak, Write and Read
- Computer Skills: Microsoft Word, Excel, PowerPoint, Outlook, Windows

LECTURER / PRESENTER

Mr. Herrera has made numerous presentations at national and regional conferences on consumer fraud, low-income consumer protection issues and outreach to the hard to reach communities.

COMMUNITY and OUTSIDE ACTIVITIES

Board Member, L.A. Financial Credit Union
Board Member, National Association of Consumer Agency Administrators
Board Member, National Consumers League
Chair, Telecommunications Consumer Protection Fund Oversight Corp.
Founding Member, Los Angeles County Hispanic Managers Educational Foundation
Member, CA Dept of Consumer Affairs, Private Postsecondary and Vocational Education Advisory Committee.
Member, L.A. County Community Services Task Force
Member, SOCAP (Society of Consumer Affairs Professionals in Business)
Member, UCLA Latino Alumni Association

PUBLISHED WORKS

Friedman, M., Gurwitz, S., & Herrera, P. (2000). New dimensions of consumer fraud. Consumer Interests Annual, 46, 197-199.

Friedman, M. & Herrera, P. Immigration affinity fraud: A case of unkind treatment of one's own kind. Consumer Interests Annual, (2003).

HONORS AND RECOGNITIONS

'91 Los Angeles Hispanic Managers' Association = Outstanding Service and Accomplishment Award

'96 Consumer Action – Leadership Award

'98 Los Angeles Unified School District – Abram Friedman Adult Education Leadership Award

'99 Washington State University – Consumer Advocates on Campus Recognition

'02 National Association of Consumer Agency Administrators – President's Leadership Award

'02 Los Angeles Hispanic Managers' Association – Service Leadership Award

'05 California Consumer Affairs Association – Consumer Advocate Award

'05 California State University, Northridge – Volunteer Service Award

LARI SHEEHAN

Description of Professional Experience

COUNTY OF LOS ANGELES
Assistant Administrative Officer
February 1999 to Present
Current Salary \$143,537.04/year
Management Classification R16

Service Integration Branch
April 2004 to Present
55 positions
\$3,530,000 Budget

Direct the operations of the Service Integration Branch (SIB) that includes three divisions: Office of Child Care, Research Evaluation Data Integration and Urban Research, and Service Integration. SIB has 50 staff who perform a variety of assignments including: complex data and demographic analyses for the County's health and human service departments; homeless policy, program and governance analysis; chair and facilitate the Housing Alliance including the preparation of a strategic plan to meet the housing needs of homeless mentally ill, emancipating youth, persons living with HIV/AIDS; production of the annual Children and Families Budget; staff the New Directions Task Force, Interagency Operations Group and the Emancipation Program Partnership; lead and facilitate a multi-departmental work group preparing a service integration plan for the proposed East San Fernando Valley Family Support Center; lead revenue enhancement efforts for County health and human service programs including the Medi-Cal Administrative Activities and Targeted Case Management (MAA/TCM) program; provide oversight and assistance in the implementation of Goal 5, Children and Families Well-Being, of the County Strategic Plan.

Office of Unincorporated Area Services and Special Projects
February 1999 to April 2004
13 positions
\$1,700,000 Budget

Directed the operations and program development of the Office of Unincorporated Area Services and Special Projects (OUAS-SP). The OUAS-SP has 2 divisions and 14 staff. The UAS division started operations in February 1999 with the mission of enhancing services and information to the approximately one million County residents who reside in the County's unincorporated communities. The UAS provides direct services through the production of *Community Connection* service guides for six communities, custom

web sites for two communities, and staff support for a variety of community based projects such as the Altadena Community Center, the East Los Angeles County Hall, the Florence-Firestone Community Enhancement Team, and the Topanga Canyon Emergency Management Plan. In addition, UAS staffs the policy and financial analysis of all local agency boundary changes including County boundary changes. UAS also staffs a number of multi-departmental task forces for topical areas such as code enforcement, land development and group homes. The Special Projects division handles a variety of assignments including analysis of city redevelopment projects, staff the County Strategic Planning effort, develop and monitor implementation of County contract policy and procedures, chair the debarment and contract appeal panels, and staff the Countywide archives and records management effort.

COUNTY OF SAN DIEGO

April 1985 to November 1998

Senior Deputy Director Health and Human Services Agency

Interim Director, Area Agency on Aging

November 1997 to November 1998

270 positions

\$88,000,000 Budget

Voluntarily left, the Deputy Chief Administrative Officer position in November 1997 to assume essentially two positions with the County of San Diego's newly formed Health and Human Services Agency (HHSA). Resigned the positions in November 1998 when retired from County service and relocated to Oregon.

The role of Area Agency on Aging (AAA) Director was to manage the day-to-day operations, staffing and budget for this 270 staff, \$88 million division of the Health and Human Services Agency. The AAA collaborates with private non-profit and for-profit service organizations to provide a system of nutritional, health and social programs for aging and disabled persons. The goal of the programs is to promote healthy, independent living for the aging and disabled through a variety of in-home and community based support services. The Area Agency on Aging is organized pursuant to the requirements of the federal Older Americans Act. Within the County of San Diego, the Area Agency on Aging is under the umbrella of the Health and Human Services Agency.

The position of Senior Deputy Director, Health and Human Services Agency, provided leadership for a number of intra-Agency special projects, including:

- Researched and prepared written report and recommendations on whether a senior citizen crisis intervention team should be maintained in the Agency's mental health system or be transferred to the aging and disabled services system.
- Worked with an advisory council, consumers, non-profit and for-profit service providers, and staff to determine whether the aging and disabled service

system should remain with the County of San Diego, Health and Human Services Agency or be divested by conversion into a non-profit corporation.

- Researched and prepared written report and recommendations on the potential for merging the County's two conservatorship programs. Currently, one of the programs is part of the mental health system and the second program in part of the aging and disabled system of care.
- Organized a zero based budgeting review of the County's in-home supportive services program that provided domestic and personal care services in the home for 13,000 disabled and frail elderly persons.

**Deputy Chief Administrative Officer
April 1985 to November 1997**

Community Services Group - April 1996 to November 1997: Serve as the general manager for a group of six county departments - Animal Control, General Services; Housing and Community Development, Library, Public Administrator/Guardian and Registrar of Voters. The general manager, working with department directors, has policy, programmatic, budgetary, human resources and performance responsibility for the departments within their group. The general manager is accountable to the County's Chief Administrative Officer and the Board of Supervisors for the departments/group's achievement of quantitative and qualitative goals and overall performance.

Municipal Services Group - April 1985 to April 1996: Provided leadership and oversight for eleven county departments - Air Pollution Control, Agricultural Commissioner, Animal Control, Disaster Preparedness, Farm and Home Advisor, Housing and Community Development, Library, Parks and Recreation, Planning and Land Use, Public Works, and Registrar of Voters. The responsibilities for these departments included overseeing the development of policy options and recommendations to the County Board of Supervisors; providing for appropriate coordination and collaboration on projects involving multiple departments; and monitoring departmental budgetary and personnel issues. The Deputy Chief Administrative Officer was also responsible for a number of special projects and represented the County on numerous intergovernmental task forces.

**CITY OF SAN DIEGO
Associate Director
Department of Intergovernmental Relations
January 1984 to April 1985**

Assist City Departments in preparing legislative sponsorship proposals and in analyzing federal and State legislation of interest to the City. Presented sponsorship proposals and legislative policy recommendations to the Mayor and City Council. Directed the activities of the City's federal and State legislative advocates. Provided analytical support to the Mayor and City Council on legislative

and intergovernmental issues.

COUNTY OF SAN DIEGO
November 1976 to January 1984

Director, Office of Intergovernmental and Public Affairs
April 1982 to January 1984

Directed and managed the County's legislative and public information programs. Participated in the Chief Administrative Officer's Executive Committee and Cabinet.

Interjurisdictional Coordination Director, Office of Intergovernmental and Public Affairs
July 1979 to April 1982

Loaned by the County to the newly incorporated City of Poway for four months to serve as the City's interim city manager. As interim city manager was responsible for organizing the City's initial administrative structure and supervising county and city staff serving city residents during this start up phase. Monitored and analyzed legislation affecting the County and presented legislative recommendations to the Board of Supervisors in the areas of planning and land use, criminal justice administration, elections, public works, health and social services.

Deputy Director, Department of Planning and Land Use November 1976 to July 1979

Managed the County's governmental structures program that produced four city incorporation feasibility studies and processed two of them through citizen review, public hearings and successful elections. Represented the County on numerous intergovernmental task forces and committees and served as the County's staff representative to the regional planning agency for the San Diego region. Performed legislative analysis on measures affecting planning, land use, regulatory building permits and governmental structure.

EXECUTIVE OFFICER
MARIN COUNTY LOCAL AGENCY FORMATION
COMMISSION
October 1973 to November 1976

As the only staff person, performed all administrative and analytical functions for the Commission including initiation of a sphere of influence program to determine the ultimate boundaries of all cities and special districts within Marin County; analyzed governmental reorganization proposals filed with the Commission; and staffed a Commission advisory council on water and sewer issues.

CALIFORNIA LEGISLATURE
November 1968 to October 1973

**Assistant Committee Consultant
Assembly Local Government Committee
March 1970 to October 1973**

Prepared analysis of legislation relating to local zoning, building and planning regulations; and completed a comprehensive rewrite of the California statutes relating to city incorporation and annexation. Made frequent public presentations on behalf of the Legislature on technical legislative proposals or newly enacted legislation.

**Assistant Committee Consultant
Assembly Elections, Reapportionment and Constitutional Amendments
Committee
January 1969 to March 1970**

Researched and prepared a report to the California Legislature on the minimum voting age and age of majority. Prepared analysis of legislation relating to election and voting requirements and procedures. Made frequent public presentations on behalf of the Legislature on technical legislative proposals or newly enacted legislation.

**Research Assistant
Assembly Office of Research
November 1968 to January 1969**

Conducted research for a legislative study on welfare reform.

EDUCATION
University of California, Los Angeles
B. A. Economics, 1968